MULTIMEDIA UNIVERSITY

STUDENT ID NO

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# MULTIMEDIA UNIVERSITY

# FINAL EXAMINATION

**TRIMESTER 1, 2022/2023 (TERM ID 2215)**

## DBS5614 – MANAGEMENT

(All sections/Groups)

22 FEBRUARY 2023
2.30 p.m – 4.30 p.m
(2 Hours)

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## INSTRUCTIONS TO STUDENT

1. This question paper consists of 7 pages with 2 sections.
2. Attempt **ALL** questions in Section A and Section B. The distribution of the marks for each question is given.
3. Please write all your answers for Section A on the OMR form provided and all answers for Section B in the Answer Booklet provided.

## SECTION A: Multiple Choice Questions (10 Marks)

1. Which of the following is **BEST** to describe the first three activities of the human resource management process?
   A. Providing employees with flexible job assignments.
   B. Identifying and selecting competent employees.
   C. Providing employees with up-to-date knowledge and skills.
   D. Retaining competent and high-performing employees.

2. Which of the following steps in human resource management help retain competent and high-performing employees?
   I. Compensation and Benefits
   II. Orientation
   III. Performance Management
   IV. Career Development

   A. I, II and III.
   B. I, II and IV.
   C. I, III and IV.
   D. II, III and IV.

3. In the second phase of the human resource management process usually involve these components, which are _____ and _____ .
   A. recruitment; selection
   B. orientation; training
   C. recruitment; training
   D. orientation; career development

4. Arianna has been asked to complete a questionnaire about her job duties and the qualifications she believes a candidate for her position should have. Which of the following is **BEST** to describe Arianna's participation?
   A. Job analysis.
   B. Employee survey.
   C. Position evaluation.
   D. Job review.

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| A written statement that explains the job content, environment, and conditions of employment. |

Statement 1

5. Which of the following term is **CORRECT** to describe the Statement 1 above?
   A. Job specification.
   B. Job preview.
   C. Job manual.
   D. Job description.

6. Venice, a Human Resources Manager, wants to let potential candidates know about the minimum qualifications that they should possess in order to successfully perform the jobs they have applied for. In this situation, which of the following tasks that she should do?
   A. She should create a job description.
   B. She should create a job specification.
   C. She should perform a job analysis.
   D. She should perform a job satisfaction survey.

7. Which of the following statement about recruitment is **TRUE**?
   A. Moving employees across to reduce intra-organisational supply-demand imbalances.
   B. Locating, identifying, and attracting capable applicants.
   C. Screening job applicants to determine who is the best.
   D. Selecting candidates to fill open positions.

8. Which of the following is considered a disadvantage of using professional recruiting organisations?
   A. They generate many unqualified candidates.
   B. They have limited commitment to specific companies.
   C. They can only be used for entry-level positions.
   D. They do not increase the diversity and mix of employees.

**Continued ...**

9. The management can reduce the organisation's workforce by _____ , if the human resource planning shows a surplus of employees.
   A. recruitment
   B. decruitment
   C. increased workweeks
   D. reduced job sharing

10. A temporary involuntary termination that can last from a few weeks to several years is also called as _____ .
   A. layoffs
   B. attritions
   C. discharges
   D. retirements

(Total: 10 marks)

**Continued ...**

## SECTION B: Structured Questions (90 Marks)

## QUESTION 1

"One employer brings in a consultant to look over work processes and ongoing problems of conflicts in the workplace and then warns his/her subordinates separately to watch what they say to the consultant. Another holds regular meetings with the staff body in the organisation where the entire meeting is spent with the head shouting at and humiliating his/her subordinates. A head of an educational institution warns his/her staff that their jobs are on the line if they don't pass sufficient numbers of students and keep positive evaluations of their 'clients' rolling in. A head of department makes it his/her business to discuss personal matters of his subordinates among other subordinates to create ill will against groups of staff – a simple case of divide and conquer. An academic head of department in a university provides glowing evaluations to subordinates who publish journal articles, in which the head is cited as an author, even though this person has not done anything for the paper." These are examples of the silent crisis of leadership in the Malaysian workplace.

These stories exemplify the quality of leadership available in corporations, institution and organisations in Malaysia today. Such leadership is the result of workplaces promoting mediocre staff with limited capabilities for various reasons: such people do not demand much of their superiors above them, in fact they are usually sycophants – their most essential skills being a unique need to please superiors; nor do they question the superiors. Their lack of imagination, their simpering need to please upper management as well as their lack of empathy or compassion for the lives of those who preside over, ensure that they are most effective in terminating contracts or firing people. These heads also serve as a firewall for upper management. Much current practice indicates that what happens in the department stays in the department. They take little interest in the goings-on in the department, and have little wish to find out about the employees and their concerns. Even when town hall sessions are called, it is more an upper management display of power than a genuine practice of finding out about employee lives and how work conditions may be enhanced and improved. There is little listening and a whole lot of talking down to people.

In such a workplace, the employee is a disengaged automaton. They have little respect from the employer and very little respect for the employer since there is little acknowledgement of their skills/abilities and very little to look forward to for the rest of their time in that workplace. The indicators of employee dissatisfaction in such workplaces are manifold: people on MCs, lesser productivity, a lack of initiative and volunteerism, a culture of looking out for one's own interests and such. The crisis in leadership in this instance is the need for power and control which results in a disengaged workforce. Such leadership priorities loyalty to leaders rather than the organisation. The consequence is an organisation performing well below its full potential and a workplace that never rises above the mediocre.

***Worker, A. (2018) Crisis of leadership in the m'sian workplace, Malaysiakini. Available at: https://www.malaysiakini.com/letters/451372 (Accessed: January 1, 2023).***

**Continued ...**

**Please answer the following questions based on the article above:**

(a) What is the main issue in the article mentioned above? (2 marks)

(b) Explain any **FOUR (4)** consequences when employees were dissatisfied with their workplace. (8 marks)

(c) Based on University of Iowa Studies, which leadership style is best to describe for the examples in the article above? (1 mark)

(d) Apart from your answer in Question 1 (c), briefly describe the other **TWO (2)** types of leadership style. (4 marks)

(Total: 15 marks)

## QUESTION 2

(a) Differentiate between "Manager" and "Management". (3 marks)

(b) Differentiate between "Efficiency" and "Effectiveness". (4 marks)

(c) According to the functional approach, managers perform certain activities or functions as they efficiently and effectively coordinate the work of others. Explain the **FOUR (4)** components of management functions. (8 marks)

(Total: 15 marks)

**Continued ...**

## QUESTION 3

> An external environment is composed of all the outside factors or influences that impact the business operations.

Statement 2

(a) Based on statement 2 above, identify those **SIX (6)** factors and forces that might possibly affect its performance. (6 marks)

(b) Define these terms:

(i) 'Specific Environment'. (1.5 marks)

(ii) 'Organisation Culture'. (1.5 marks)

(c) Research shows there are several dimensions that appear to capture an organisation's culture. What are those **SIX (6)** dimensions? (6 marks)

(Total: 15 marks)

## QUESTION 4

(a) What is 'Organisational Change'? (2 marks)

(b) Most managers, at one point or another, will have to change some things in their workplace. Briefly explain the **FOUR (4)** types of change that a manager should focus on when dealing with a situation. (8 marks)

(c) Organisational Development (OD) is the term used to describe change methods that focus on people and the nature and quality of interpersonal work relationships. Identify the **FIVE (5)** OD techniques that can be adopted by an organisation in handling their employees. (5 marks)

(Total: 15 marks)

**Continued ...**

## QUESTION 5

> "Motivation is the set of forces that cause people to behave in certain ways"

Statement 3

(a) Based on Statement 3 above, human being usually will go for the basic needs first and will only work more to satisfy higher-level needs. Therefore, illustrate the diagram of Maslow's Hierarchy of Needs Model to support the statement. (6 marks)

> "David McClelland and his associates proposed the Three-Needs Theory, which says three acquired (not innate) needs are major motivations at work".

Statement 4

(b) Based on the Statement 4 above, briefly explain the other **THREE (3)** important needs that usually people will go for. (6 marks)

(c) Expectancy Theory states that an individual tends to act in a certain way based on the expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual. Identify the **THREE (3)** expectancy relationships in the expectancy model. (3 marks)

(Total: 15 marks)

## QUESTION 6

(a) Communication is the transfer and understanding of meaning. What are the **THREE (3)** primary ways that people use to communicate? (3 marks)

(b) Briefly explain the **THREE (3)** barriers to effective communication. (6 marks)

(c) In a chain network, communication flows according to the formal chain of command, both downward and upward. The wheel network represents communication flowing between a clearly identifiable and strong leader and others in a work group or team. Illustrate the **THREE (3)** common communication networks. (6 marks)

(Total: 15 marks)

**End of Paper**